

When telephoning, please ask for: Constitutional Services  
Direct dial 0115 914 8481  
Email constitutional.services@rushcliffe.gov.uk

Our reference:  
Your reference:  
Date: 21 November 2016

To all Members of the Performance Management Board

Dear Councillor

A meeting of the PERFORMANCE MANAGEMENT BOARD will be held on Tuesday 29 November 2016 at 7.00 pm in the Council Chamber, Civic Centre, Pavilion Road, West Bridgford to consider the following items of business.

Yours sincerely



Deputy Monitoring Officer

## AGENDA

1. Apologies for absence
2. Declarations of Interest
3. Notes of the Meeting held on Thursday 29 September 2016 (pages 3 - 8)
4. Parkwood Leisure Contract - Annual Review

The report of the Executive Manager - Finance and Corporate Services is attached (pages 9 - 17).

5. Edwalton Golf Courses Contract - Interim Update

The report of the Executive Manager - Finance and Corporate Services is attached (pages 18 - 20).

6. Equality Annual Report 2015/16

The report of the Executive Manager - Operations and Transformation is attached (pages 21 - 3€).

7. Performance Monitoring - Quarter 2 2016/17

The report of the Executive Manager - Operations and Transformation is attached (pages 3F - 4Ì ).

Rushcliffe Community  
Contact Centre

Rectory Road  
West Bridgford  
Nottingham  
NG2 6BU

In person  
Monday to Friday  
8am - 6pm  
Saturday  
9am - 1pm

By telephone  
Monday to Friday  
8am - 6pm

Telephone:  
0115 981 9911  
Fax:  
0115 945 5882  
Email:  
customerservices  
@rushcliffe.gov.uk

[www.rushcliffe.gov.uk](http://www.rushcliffe.gov.uk)

Postal address  
Civic Centre  
Pavilion Road  
West Bridgford  
Nottingham  
NG2 5FE



8. Work Programme

The report of the Executive Manager - Finance and Corporate Services is attached (pages 49 - 50).

Membership

Chairman: Councillor D G Wheeler

Vice-Chairman: Councillor H A Chewings

Councillors A J Edyvean, Mrs C E M Jeffreys, N C Lawrence, Mrs M M Males, S C Matthews, A Phillips, E A Plant

<b>Meeting Room Guidance</b>
------------------------------

**Fire Alarm Evacuation:** in the event of an alarm sounding please evacuate the building using the nearest fire exit, normally through the Council Chamber. You should assemble in the Nottingham Forest car park adjacent to the main gates.

**Toilets:** are located opposite Committee Room 2.

**Mobile Phones:** For the benefit of others please ensure that your mobile phone is switched off whilst you are in the meeting.

**Microphones:** When you are invited to speak please press the button on your microphone, a red light will appear on the stem. Please ensure that you switch this off after you have spoken.

**NOTES**  
**OF THE MEETING OF THE**  
**PERFORMANCE MANAGEMENT BOARD**  
**THURSDAY 29 SEPTEMBER 2016**

Held at 7.00 pm in the Council Chamber, Civic Centre, Pavilion Road, West Bridgford

**PRESENT:**

Councillors D G Wheeler (Chairman), H A Chewings, A J Edyvean, Mrs C E M Jeffreys, Mrs M M Males, S C Matthews, A Phillips, E A Plant, J E Thurman (substitute for N C Lawrence)

**ALSO IN ATTENDANCE:**

D Musto Broxtowe Borough Council

**OFFICERS PRESENT:**

D Burch Service Manager - Neighbourhoods  
C Caven-Atack Performance, Reputation and Constitutional Services  
Manager  
K Marriott Executive Manager – Transformation and Operations  
I Meader Performance Officer  
V Nightingale Constitutional Services Officer

**APOLOGY FOR ABSENCE:**

Councillor N C Lawrence

**9. Declarations of Interest**

There were none declared.

**10. Notes of the Previous Meeting**

The notes of the meeting held on Tuesday 7 June 2016 were accepted as a true record.

Following consideration of the actions from the last meeting, Councillor Mrs Males stated that the Ladies Committee of the Edwalton Golf Course now met on an informal basis and did not have scheduled meetings and therefore she was unable to fulfil her role as the Borough's representative. The Executive Manager – Transformation and Operations agreed to investigate this further.

Councillor Mrs Males informed Members that the 'Disability Sports Day' that had been held at Cotgrave Leisure Centre had been very successful and well organised. She stated that the 2017 Games would be held at the Arena. Officers agreed to keep Members informed. It was also noted that further publicity could be circulated on notice boards in the close vicinity of the building.

## 11. Civil Parking Enforcement Contract Update

The Service Manager – Neighbourhoods presented a report which updated Members on the work of the Civil Parking Enforcement Contract during 2015/16. He stated that through partnership working with Broxtowe Borough Council, there was greater resilience and that Mr Musto had a vast knowledge of the subject. Following a question the Service Manager – Neighbourhoods explained that he oversaw the Council's car parks in the Borough and where charges had been introduced, he worked with the Estates team on the condition of the car parks including the lighting, and that he liaised with Mr Musto on changes to policies and charging regimes as well as the implementation of the Contract.

Members were informed that both the on-street and off-street accounts had made a profit and that the Council received the surplus of £27,067 from the off-street account. The Service Manager – Neighbourhoods stated that 8,310 fixed penalty notices had been issued during the year which was an increase of 540; he said there had been 1,180 appeals of which 312 had been successful. It was noted that the majority of activity was in the West Bridgford area. Following a question, Members were informed that any decision to introduce charging at other Council car parks could be part of the Budget Workshop discussions and that any decisions would need to be agreed by Members. The Service Manager – Neighbourhoods informed the Board that there were plans to upgrade the pay and display machines in West Bridgford, to replace the lighting in the car parks and to apply for a parking order for the car park at Rushcliffe Country Park.

Members queried the new technology that was being introduced in West Bridgford and were informed that the new machines, which were anticipated to be in place by April 2017, would be able to accept all types of payments including debit/credit cards and pay by phone. It was noted that there had been an issue with previous machines that had number plate recognition however this had been resolved and would be incorporated into the new machines. Councillor Matthews gave an example of how a fine had been issued due to the fact that the parking ticket had been placed upside down in the car's windscreen; it was noted that the pay by phone ability would prevent this from being an issue.

With regard to the number of appeals it was noted that over 10% of the fixed penalty notices were contested. Mr Musto explained that the number of appeals was increasing and that he expected this to rise over the next five years. He stated that there were three stages to the appeals process, with recourse to an independent adjudicator being the final stage. He also explained how the charge in relation to the discount period was frozen during the time of the appeal.

Following a question regarding the number of wardens allocated to the Rushcliffe area, Members were informed that there were four, two based in West Bridgford. In respect of the other towns and villages, Mr Musto stated that enforcement was based on need and demand; officers undertook an observation period and measured the number of incidents; this enabled them to identify hot spots, which was mainly outside schools at peak times.

Members asked about the Council owned car park at East Leake and how the parish council had placed parking notices restricting people to a maximum of four hours. Mr Musto stated that these notices were unenforceable as there was no parking order in place. The Executive Manager – Transformation and Operations stated that if Members or the parish council felt there was an issue an exercise could be undertaken to identify if a car parking order was necessary. East Leake members were asked to let officers know if this should be explored. She also reminded Members that the Council owned car parks in other areas where there weren't parking orders in place, for example Cotgrave shopping centre.

In respect of the car park at Bunny Lane, Keyworth, officers stated that there had always been a twelve hour restriction in place. Members stated that long stay parking was affecting shoppers' ability to park. Officers agreed to take Members' comments on board.

The Chairman thanked Mr Musto and the Service Manager – Neighbourhoods for a detailed report and for answering Members' questions.

AGREED that the Board had considered and commented on the performance of the Civil Parking Enforcement contract.

## **12. Review of Customer Feedback 2015/16**

The Performance, Reputation and Constitutional Services Manager presented the annual customer feedback report. She stated that there had been a slight increase in the number of complaints received and that 22% had been escalated to Stage 2. In respect of complaints to the Local Government Ombudsman, six had been finalised, of which only one had been upheld. Members noted that the number of complaints was very low at 41 and that there had been 174 compliments received. The Chairman stated that it was important that Members fed back any compliments from residents.

With regard to a specific complaint, Members were informed that all calls received through the Customer Contact Centre were recorded. These calls were often used for training sessions.

The Board queried how complaints were judged to be justified. The Executive Manager – Transformation and Operations stated that this was an officer judgement at management level. Officers would admit when something had gone wrong and would make redress. Sometimes however, residents simply did not like the answer they were given, and officers were unable to change this. She said that officers were not complacent and were aware that mistakes could happen.

AGREED that the report was accepted as a true record of customer feedback in 2015/16.

## **13. Performance Monitoring – Quarter 1 2016/17**

The Performance, Reputation and Constitutional Services Manager presented the data for Quarter 1 which included information on the 12 tasks contained in

the new Corporate Strategy, which had all commenced. She stated that five of the tasks had been rolled forward from the previous Strategy.

One highlight, percentage of clean streets, and one exception, number of calls answered in 30 seconds, had been identified this quarter. It was noted that Quarter 1 was the busiest quarter for the Contact Centre with queries on annual billing, green bin renewals and elections. Officers explained that some members of staff had left and it had taken time to train new staff. Officers recognised that this was a short term issue and that performance would improve over the next two quarters. Members noted that it was a difficult balance staffing the Call Centre. The Executive Manager – Transformation and Operations stated that the Management Team were monitoring the situation and that they did not anticipate any problems. Members queried the target of 30 seconds and were informed that this had been a national indicator and 30 seconds was judged as best practice. Officers stated that the system could be interrogated to identify a wide variety of data including the number of abandoned calls, call back rate and length of time taken. Members felt that as there had been no complaints received, and that officers were monitoring this on a weekly basis there was no need for them to be concerned.

The Board queried the length of time taken to rehouse applicants. The Executive Manager – Transformation and Operations stated that some residents were in temporary accommodation for longer than officers would have liked. She explained that there were some very complex cases that were difficult to resolve. She assured Members that the Housing Options Manager was closely monitoring the situation.

In respect of the proposed additions to the Corporate Basket of Indicators Members felt that the data for the Cotgrave colliery site and town centre improvements was being scrutinised by the Cotgrave Strategic Board. It was felt that this should not be referred to this Board at this time as it would be duplication. Councillor Mrs Jeffreys commended the Executive Manager – Transformation and Operations and her staff for the excellent work that had been undertaken at Cotgrave. She said that staff had listened to the community and the Town Council, dealt with the awkward questions and reported back as and when appropriate. She felt that it was good that the Borough Council had staff who were willing to do an excellent job.

Members felt that the following indicators should not be in the basket:

- Number of social media followers
- Information on sports and leisure centres, reported as part of the Parkwood and Carillion annual reports
- Streets passing clean streets inspections, reported as part of the scrutiny of Streetwise Environmental Ltd
- Land charges fees received
- Number of planning applications received
- Percentage usage of community facilities
- Cash income from investments
- Percentage of Members attending training events, considered by the Member Development Group

- Percentage of complaints responded to within target times, reported as part of the annual customer feedback report
- Percentage of eligible households taking up the green waste collection service
- Residual waste collected per household, in kilos
- Total days lost following staff accidents, scrutinised by the Corporate Governance Group
- Number of Neighbourhood Plans adopted

With regard to the collection of recyclable waste, officers explained that the percentage figure was lower than some members expected as there were items that could not be collected due to the waste disposal contract. Also Members had previously decided that the kerbside collection of glass would put too much onto the Council precept. The Executive Manager – Transformation and Operations explained that next year there could be changes introduced nationally that could increase the cost of kerbside collection for local authorities. The data did include waste collected from bring sites. Members also noted that the target was profiled throughout the year and that more waste was collected during the first two quarters due to the collection of green waste. Officers stated that more detailed information would be included on the Extranet.

Members discussed the need to continue to monitor the number of fly tipping incidents. It was also noted that although the hygiene rating for food establishments was contained on the Council's website it was felt that it was an important issue and should be monitored.

The Performance, Reputation and Constitutional Services Manager explained that all the data would be available on the Members' Extranet and would only be presented to the Board when it was available.

AGREED that the Board had considered the progress of the Corporate Strategy, any exceptions identified and had reviewed the indicators they wished to oversee.

#### 14. **Work Programme**

The Board considered and agreed its work programme.

The Chairman stated that work had been undertaken with Glendale Golf on developing a programme to improve the asset. It was noted that the company would be investing £50,000 of capital works and members expressed the desire to see further council money invested in the facility. Following a question, Members were informed that the task and finish group set up to consider the Edwalton Golf Course had just had its first meeting and that it would be reporting back to Cabinet in September 2017.

The meeting closed at 8.30 pm.

**Action Sheet**  
**PERFORMANCE MANAGEMENT BOARD – THURSDAY 29**  
**SEPTEMBER 2016**

<b>Minute Number</b>	<b>Actions</b>	<b>Officer Responsible</b>
10. Notes of the Previous meeting	Investigate the Council's representation on the Ladies Committee of the Edwalton Golf Course	Executive Manager - Operations and Transformation
11. Civil Parking Enforcement Contract Update	East Leake Members to advise if they and the East Leake parish council believe an exercise should be undertaken to identify if a car parking order should be introduced in East Leake	East Leake PMB members

<b>Minute Number</b>	<b>Actions</b>	<b>Officer Responsible</b>	<b>Response</b>
10. Notes of the Previous meeting	Investigate the Council's representation on the Ladies Committee of the Edwalton Golf Course	Executive Manager - Operations and Transformation	This is being investigated with the Club.
11. Civil Parking Enforcement Contract Update	East Leake Members to advise if they and the East Leake parish council believe an exercise should be undertaken to identify if a car parking order should be introduced in East Leake	East Leake PMB members	There has been no further information received.



## Report of the Executive Manager - Finance and Corporate Services

### 1. Summary

- 1.1. The contract for the management of five of the Council's leisure centres was awarded to Parkwood Leisure Ltd in August 2007. This report provides Members with a broad range of information and performance data to allow them to consider the effectiveness of the delivery of this contract by Parkwood Leisure.
- 1.2. This report contains figures for the period 1 August 2015 to the 31 July 2016, which is the contractual year.
- 1.3. It should be noted that following the decision to consolidate West Bridgford leisure provision the Arena site closed during the period and work is near completion for the opening of the new Arena in January 2017. It is anticipated that Rushcliffe Leisure Centre will close to the public on 24 December 2016 to allow a smooth transition to the new centre.

### 2. Recommendation

It is RECOMMENDED that the Performance Management Board finds the performance of Parkwood Leisure over the past contractual year to be within acceptable parameters.

### 3. Reasons for Recommendation

- 3.1. To comply with good practice in reporting on the annual performance of this contract.

### 4. Supporting Evidence

- 4.1. A detailed performance analysis is provided at **Appendix 1** and this information will be supplemented at the meeting by a presentation by representatives of the Company.

### 5. Risk and Uncertainties

- 5.1. This contract is provided in a competitive market with a number of major providers (for example, David Lloyd and Roko) operating in close proximity to the Council's facilities.

## 6. Implications

### 6.1. Finance

None arising from this report.

### 6.2. Legal

None arising from this report.

### 6.3. Corporate Priorities

High quality leisure provision contributes towards maintaining and enhancing our residents' quality of life.

### 6.4. Other Implications

None arising from this report.

<b>For more information contact:</b>	Nigel Carter Service Manager – Finance and Commercial 0115 914 8340 <a href="mailto:ncarter@rushcliffe.gov.uk">ncarter@rushcliffe.gov.uk</a>
<b>Background papers Available for Inspection:</b>	None
<b>List of appendices (if any):</b>	1: Progress Against Strategic Objectives 2: Health and Safety Accidents and Incidents

## PROGRESS AGAINST STRATEGIC OBJECTIVES

### Develop Facilities (Strategic Objective 1)

Success Criteria – Achieve Usage levels of Success Criteria – Achieve Usage levels of 1,012,000 by the end of 2015/16

As detailed below usage in 2015/16 was slightly below the target figure at 1,008,930.

#### Overall Usage

<b>Total Site Usage</b>			
	<b>2015/16</b>	<b>2014/15</b>	<b>Trend</b>
<b>Keyworth Leisure Centre</b>	121,587	129,802	-8,215
<b>Rushcliffe Leisure Centre</b>	405,872	364,298	+41,574
<b>Rushcliffe Arena</b>	0	154,149	-154,149
<b>Bingham Leisure Centre</b>	260,281	252,532	+7,749
<b>Cotgrave Leisure Centre</b>	221,190	214,273	+6,917
<b>Total</b>	<b>1,008,930</b>	<b>1,115,094</b>	<b>-106,164</b>

During the year the closure of Rushcliffe Arena has had a significant effect on the overall contract usage, a number of clubs and club users did transfer successfully to Rushcliffe Leisure Centre and other centres during the development and some users have left Rushcliffe Arena due to no facility provision being available at any of the sites i.e Bowls club. Parkwood Community Leisure and Rushcliffe Borough Council worked in partnership to enable the successful closure of the Rushcliffe Arena facilities and transfer the majority of user groups to Rushcliffe Leisure Centre.

#### Swimming

<b>Total Site Swimming Usage</b>			
	<b>2015/16</b>	<b>2014/15</b>	<b>Trend</b>
<b>Keyworth Leisure Centre</b>	69,480	70,737	-1257
<b>Rushcliffe Leisure Centre</b>	162,445	163,261	-816
<b>Bingham Leisure Centre</b>	109,807	107,454	2,353
<b>Cotgrave Leisure Centre</b>	98,564	94,104	4,460
<b>Total</b>	<b>440,296</b>	<b>435,556</b>	<b>4,740</b>

Swimming continues to be the single highest participation activity. Learn to swim lessons have seen growth and attract around 2,400 regular course participants across the four pools. There has been a steady growth in the numbers of people learning to swim and swimming for health and all of the sites operate well attended length swimming sessions; competitive swimming clubs (mainly for children between 9-18 years), make regular programmed use of the pools and swimming parties continue to be a popular choice for children's birthday parties. Direct debit payments continue to prove a popular method of payment for swimming lessons.

## Health and Fitness

<b>Health and Fitness Site Usage</b>			
	<b>2015/16</b>	<b>2014/15</b>	<b>Trend</b>
<b>Keyworth Leisure Centre</b>	17,208	17,088	120
<b>Rushcliffe Leisure Centre</b>	81,348	57,734	23,614
<b>Rushcliffe Arena</b>		52,798	-52,798
<b>Bingham Leisure Centre</b>	79,168	77,354	1,814
<b>Cotgrave Leisure Centre</b>	41,428	40,065	1,363
<b>Total</b>	<b>219,152</b>	<b>245,039</b>	<b>-25,887</b>

The health and fitness market continues to be buoyant and remains very competitive. Excluding the impact of the Arena closure the numbers attending the gyms and classes has grown over the last year. There are now over 3,300 users who have purchased a membership package.

The consolidation of the two fitness facilities at Rushcliffe Arena and Rushcliffe Leisure Centre last summer went well and the majority of Rushcliffe Arena customers transferred over and the fitness studio extension at Bingham Leisure Centre and Rushcliffe Leisure Centre. A new spinning studio at Rushcliffe Leisure Centre and upgrade of indoor cycling studio at Cotgrave Leisure Centre has been well received by all customers. Rushcliffe Leisure Centre has also put in place a pre-founder member offer which is very attractive for new users to the new Rushcliffe Arena. To add value to memberships Parkwood Leisure has also introduced Bounts - which is a loyalty reward points system resulting in members receiving vouchers for attendance to redeem at retailers.

### **Develop Services for Young People (Strategic Objective 2)**

Success Criteria – Develop a range of services for young people to improve active lifestyles.

Details of the holiday activity programmes are provided below along with descriptions of other initiatives available to young people. It should be noted that due to the successful partnership with Thera, who are a disabled user group, Cotgrave Leisure Centre does not have sufficient facilities available to offer a holiday activity programme and Parkwood were not able to run a scheme out of Rushcliffe Arena.

<b>Site</b>	<b>Oct Half term</b>	<b>Xmas</b>	<b>Feb Half term</b>	<b>Easter</b>	<b>May/Jun Half term</b>	<b>Summer Holiday</b>	<b>Total</b>
<b>Keyworth Leisure Centre</b>	48	12 (1 day)	59	96	33	542	790
<b>Rushcliffe Leisure Centre</b>	248	214	263	398	149	1365	2,637
<b>Bingham Leisure Centre</b>	101	Did not run	98	Did not run	46	581	826
<b>Total</b>	<b>397</b>	<b>226</b>	<b>420</b>	<b>494</b>	<b>228</b>	<b>2,488</b>	<b>4,253</b>

In addition to the holiday activities, other programmes operated include:

- Junior pump session – are run after school at all sites and are very popular with both boys and girls; Sway Dance classes operate at Keyworth Leisure Centre, Rushcliffe Leisure Centre and the Arena sites and are gradually increasing attendances, along with several Sway dance shows held at sites.
- Parkwood also offered Junior and Family Swim Passes at a heavily discounted rate during the school summer holidays.
- Reduced rate gym membership scheme – supported by the Sportivate programme, over 150+ young people aged between 16-24 were helped to join a gym and take part in regular exercise.
- This Girl Can# sessions were also offered at sites encouraging over 104 girls and ladies to try new activities at the centres.
- The leisure centres also host many clubs that are largely junior based.

After the closure of Rushcliffe Arena, a number of user groups at Rushcliffe Arena and the majority of club bookings have been accommodated at Rushcliffe Leisure Centre, Cotgrave and Edwalton Golf club. Expressions members at both Rushcliffe Leisure Centre and Arena have been offered a 'Price for Life' and all expressions members on 'headliner' membership prices have been reduced to offset any inconvenience caused due to the closure at Rushcliffe Arena. The Centre has worked hard over the year to start consulting and prepare the new programme which includes club provision for the new leisure centre.

#### **Use of Information Technology (Strategic Objective 4)**

Success Criteria – use of information technology is available to assist customers to make, and pay for, bookings, view timetables, make comments and be kept informed of changes.

The number of website views and Facebook followers are detailed below:

	2015/16	2014/15	Trend
Website views	483,875	494,579	-10,704
Electronic bookings	88,681	72,192	+16,489
Facebook followers	2,014	1,742	+272

Customers are also able to join the centres and book activities online.

#### **Partnership Working (Strategic Objectives 5 and 9)**

Success Criteria – Participation and volunteering rates are maintained above those identified nationally through Active England surveys. Quarterly meetings held at each site with total participation achieving 500 attendances.

As demonstrated below Rushcliffe has high levels of participation in physical activity (as measured by the Sport England Active People Survey) that are above levels seen at a national, regional and county level.

	Participation Rate – at least 30mins at moderate intensity at least once a week	
	Oct 2015 – Sept 2016	Oct 2014 - Oct 2015
England	Data set not available until December 2016	35.8%
East Midlands	Data set not available until December 2016	34.5%
Nottinghamshire	Data set not available until December 2016	36.0%
Rushcliffe	Data set not available until December 2016	44.8%

Parkwood has also continued to undertake User Forums across the year engaging 518 users.

Keyworth Leisure Centre	Rushcliffe Arena	Rushcliffe Leisure Centre	Cotgrave Leisure Centre	Bingham Leisure Centre	Total Attendance
31	closed	272	113	102	518

Rushcliffe Indoor Bowls Club (RIBC), Parkwood Leisure and Rushcliffe Borough Council have formulated a working group to work with RIBC to develop an action plan of activities to re-establish Bowls back into the new leisure centre.

### **Marketing (Strategic Objective 6)**

Success Criteria – Create an innovative approach to engaging all parts of the community in sport and active recreation.

Marketing campaigns operated throughout the past 12 months include:

- Couples membership; which has proven very popular and exceptional good value for money
- New Family membership offering value for money for families.
- Sept 15 - Back to School
- Oct 15 - Halloween offer
- Dec 15 - Jan For your new year's resolution, join our fitness revolution'
- Jan 16 - Go all inclusive
- Feb 16 - Valentines couples offer,
- March 16 - Spring into Shape and Referral campaign
- April 16 - Swim I'm In offer with 50% off swim memberships
- May 16 - Fitness Sale
- June 16 - July Set your summer goals, Swimming 23 membership promotion, delivered the RLSS Water Safety campaign into local schools
- 'Referral' promotion – through existing members referring new members they are rewarded for their loyalty with a number of exclusive prizes
- Rushcliffe's Biggest Loser campaign (second edition)
- Refer a Friend' campaigns ran throughout the year offering a range of benefits and rewards to members
- In addition to the above, the central marketing department of Parkwood ran offers and promotions via SMS, Facebook, Twitter and the website
- All of the sites held open days

- Parkwood staff took part in Lark in the Park, Sunday Fun Day, attended village fetes at Keyworth and Bingham, and attendance to local businesses to offer free health MOT sessions
- The first ever Rushcliffe Games held at Cotgrave Leisure Centre for disabled users
- Bingham Leisure Centre holding its first Aquathon pilot event
- Bowls taster sessions offered free at Rushcliffe Leisure Centre

### **Customer Satisfaction (Strategic Objectives 7 and 10)**

Success Criteria – Customer satisfaction levels achieve 75%, Quest accreditation is achieved and retained, the results of inspections carried out by the Leisure Contracts Manager achieve a level of 70%.

Customer Satisfaction – this is calculated by using the comment forms received in a month and recording the satisfaction marks given by customers for the four areas (value for money, cleanliness, staff, overall experience) described on the form.

- Cotgrave 90.34%
- Bingham 89.18%
- Rushcliffe Leisure Centre 89.76%
- Keyworth 87.16%

Quest Accreditation – Quest is the Sport England quality assurance benchmark for leisure centres. The scheme has been revised and now will concentrate more on the category of registration rather than the actual score which will not be published. The categories of registration are: Quest Entry, Quest Plus and Quest Stretch. Each of the leisure centres are registered in the Quest Plus category and have been banded in the good level.

Internal Inspections – these are carried out by RBC using the Quest criteria as a basis. 107 inspections were conducted in the period. The inspections look at 43 different aspects of the leisure centres operation. The cumulative score for all sites over the 12 month period was 70%. This is in line with the target.

### **Financial Viability (Strategic Objective 8)**

Success Criteria – reduce revenue costs and improve value for money to Council Tax payers. The table below details the management fee paid to Parkwood Leisure over the past three years of the contract.

Site	2015/16 £	2014/15 £	2013/14 £
<b>Keyworth Leisure Centre</b>	39,623	48,063	53,452
<b>Rushcliffe Arena</b>	3,901	5,457	29,723
<b>Rushcliffe Leisure Centre</b>	43,045	32,945	42,613
<b>Bingham Leisure Centre</b>	120,962	146,599	153,601
<b>Cotgrave Leisure Centre</b>	30,070	72,845	103,648
<b>Total</b>	<b>237,601</b>	<b>305,909</b>	<b>383,037</b>

The operational budgets are of a commercial nature and it is not appropriate to reveal the full details in a report of this nature.

### **Supplementary Information**

The details below are not elements of the Strategic Objectives but have been included in this report, to provide additional contextual information about the operation of the contract.

#### Climate Change

Leisure centres are big users of utilities and over the term of the contract a number of initiatives have been put in place that aim to reduce consumption and carbon emissions.

- All pumps have been fitted with inverters which reduce power usage when demand is low. Along with invertors fitted on some Air Handling Unit pumps
- In boiler houses and plant rooms pipes, valves and plate heat exchangers are lagged to reduce heat loss. Savastat controls have been installed to optimise boiler operations.
- Lighting – many large spaces and changing rooms are fitted with motion detectors which ensure that, when unoccupied, lights are not left on. Where lighting is replaced the LED option is considered and, if appropriate, installed Parkwood Community Leisure continue with this rollout programme.
- Staff training – staff are trained on the importance of ‘good housekeeping’ and the role they can play in reducing the use of utilities.
- EMAS – The leisure centres must conform and attain the ISO 14001 certification. This is externally audited by the NSA (National Quality Audit)
- The leisure centres also make use of UPL, a utility software package that provides utility usage data on a weekly and monthly basis.
- At Cotgrave Leisure Centre Parkwood Community Leisure have installed a Combined Heat & Power unit at significant capital cost £150,000 to help reduce consumption at the site.

#### Health & Safety

The annual report of accidents and incidents is attached as **Appendix 2**. The rate of accidents to users is low at 0.04%.

Legionella management is thoroughly delivered through weekly actions by staff, checking temperatures, flushing low use taps and by independent external monthly analysis of swimming pool and shower water. Should there be any out of specification readings action is taken immediately to rectify the issue and ensure the safety of users.



## Accidents and Incidents

	Users	Accidents												Total
		Aug	Sept	2015			2016							
				Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	
<b>Rushcliffe Leisure Centre</b>	405,872	8	8	16	14	3	9	12	12	8	15	5	12	<b>133</b>
<b>Bingham Leisure Centre</b>	260,281	7	5	8	6	4	11	3	8	8	7	6	5	<b>78</b>
<b>Cotgrave Leisure Centre</b>	221,190	6	13	12	16	11	20	11	9	4	11	9	11	<b>32</b>
<b>Keyworth Leisure Centre</b>	121,587	3	1	4	1	2	2	4	2	5	4	1	3	<b>122</b>
<b>Total</b>	<b>1,008,930</b>	<b>24</b>	<b>27</b>	<b>40</b>	<b>37</b>	<b>20</b>	<b>42</b>	<b>30</b>	<b>31</b>	<b>25</b>	<b>37</b>	<b>21</b>	<b>31</b>	<b>365</b>

## Report of the Executive Manager - Finance and Corporate Services

### 1. Summary

- 1.1. Over the last 19 months the Performance Management Board (PMB) has been closely monitoring the performance of the Edwalton Golf Courses contract with Glendale Golf. At its last meeting on 22 June 2016 Members considered the annual report of Glendale Golf and an update on progress against the revised performance framework and objectives. The Service Manager – Finance and Commercial will present an interim update since that meeting with a particular focus on the capital investment in the facilities.
- 1.2. Members are requested to comment on the progress and performance update. Overall, the direction of travel is positive since the appointment of the new golf manager and the start of the phased investment in the facilities, however, it is acknowledged that there are still outstanding issues with regard to the condition of the toilets and changing rooms and the overall usage level this year.

### 2. Recommendation

It is RECOMMENDED that the Performance Management Board consider the progress of Glendale's capital investment and general update.

### 3. Reasons for Recommendation

- 3.1. To comply with the Performance Management Board's request for periodic updates on the performance of the contract with Glendale Golf.

### 4. Supporting Evidence

- 4.1. At its meeting on 3 February 2015 PMB raised concerns over performance monitoring at the course. Since that meeting PMB has received regular updates on performance and have agreed a revised performance management framework and targets for the golf course contract. At its last meeting in June PMB considered Glendale's annual report and performance progress.
- 4.2. Members will recall that as part of the revised contract Glendale will be investing £50,000 in the club house and facilities as set out in the table below.

<b>Date</b>	<b>Area</b>	<b>Expenditure</b>	<b>Cost net of VAT</b>
June 2016	Practice Range	Mobile range bay cover New range ball dispenser Range targets	£10,000
October 2016	Winter Tees	Winter tee mats for main course	£3,000
October 2016	Bar and Function Rooms	New furniture and carpet	£10,000
February 2017	Toilets and changing rooms	Refurbishment	£15,000
May 2017	Meeting room	New furniture and refurbishment	£2,000
October 2017	Bungalow	Refurbishment	£10,000

4.3. The presentation will provide Members with an update focusing on progress with the capital investment schemes along with an interim update on general performance, including:

- Usage
- Inspection feedback
- Customer satisfaction
- Marketing

## **5. Risk and Uncertainties**

As fewer people are now playing golf there is an increased risk to income for Glendale Golf. This is mitigated against by the new contract (see financial implications below).

## **6. Implications**

### **6.1. Finance**

The annual fee paid by Glendale to the Council has been reduced from c£103k to c£21k by 2017/18. Over the Medium Term Financial Strategy from 2016/17 this is a reduction in income due to the Council of £106k. Glendale has committed to invest £50k in capital works over the next two years. The Council has a provision of £75k within 2017/18 capital programme for Edwalton Golf Course which could be brought forward into 2016/17 if required.

### **6.2. Legal**

None arising from this report.

### **6.3. Corporate Priorities**

High quality leisure provision contributes towards maintaining and enhancing our residents' quality of life.

#### 6.4. Other Implications

None arising from this report.

<b>For more information contact:</b>	Nigel Carter Service Manager - Finance and Commercial 0115 914 8340 ncarter@rushcliffe.gov.uk
<b>Background papers Available for Inspection:</b>	None
<b>List of appendices (if any):</b>	None

## Report of the Executive Manager - Operations and Transformation

### 1. Summary

- 1.1. This annual report sets out the Council's performance against the objectives set out in the Single Equality Scheme during 2015/16. These are to:
  - a) Monitor the demographic make-up of our residents and our workforce
  - b) Consult customers and staff where appropriate
  - c) Carry out equality impact assessments as required for major projects or change as part of our transformation plan
- 1.2. The information in the report compares the demographic information for the Borough, using the latest census information, with that of our workforce.
- 1.3. This report does not include any equality data for Streetwise Environmental Ltd.

### 2. Recommendation

It is recommended that Members consider and endorse the report.

### 3. Reasons for Recommendation

#### Equality Information

- 3.1. The Public Sector Equality Duty is made up of a general equality duty which is supported by specific duties required of Public Sector bodies. Although there is no explicit legal duty to collect and use equality data, in order to have due regard to the aims of the general equality duty, authorities must understand the impact of their policies and practices on people with protected characteristics. Therefore collecting, analysing and monitoring information is an important way to develop this understanding. We are no longer required to collect and provide this information in the form of KPI's to Central Government, but collect the information in order to monitor the effect of policies and procedures.

#### Ethnicity

- 3.2. The Council obtains information regarding the demographics of the area from a number of sources including the Census. The latest Census information for the year 2011 provided the authority with a breakdown of the ethnicity of the Borough in comparison with the East Midlands and nationally (**Appendix A.1**).
- 3.3. Our workforce information shows that we do not currently reflect the demographic of the Borough, however the Council continues to strive through

its equality training and policies to encourage applications from under-represented groups (**Appendix B.1**).

- 3.4. Specific service areas such as Strategic Housing are required to monitor the take-up of services to ensure that it reflects the demographic make-up of the residents and the satisfaction of the customer. Equalities monitoring of homelessness applications for Central Government also takes place and this reports that although there are low numbers of people from other backgrounds, Rushcliffe reflects the national picture in terms of ethnic minorities being over-represented in terms of presenting as homeless. Action has been identified in the South Nottinghamshire Homelessness Strategy Action Plan to review the needs of homeless people from BME backgrounds.

### **Age Profile**

- 3.5. The age profile of the Borough shows a peak between the ages of 40-50, there are fewer young people in the 25-29 age bracket which may reflect suitable work opportunities following University. The age profile for the Borough shows that we have an older profile than the national norm. (**Appendix A.2**).
- 3.6. The age profile of the organisation shows that there continues to be a peak at 45-54 but this has decreased from last year's figures showing a fall from 105 in 45-54 bracket to 85. The authority has been working towards ensuring the profile of the employees reflects the need to ensure effective succession planning by improving the age diversity of the workforce. The number of under 25's remains stable but, as the authority develops its YouNG programme and use of apprenticeships, it is anticipated that this number will increase. The number of employees aged over 64 remains steady from last year (**Appendix B.2**).

### **Disability**

- 3.7. The older profile of population of the Borough is not demonstrated in the numbers declaring a long term illness or disability which might be expected. The information shows that as a Borough we are below the numbers declared for Nottinghamshire and nationally (**Appendix A.3**).
- 3.8. The number of employees who declare they have a disability has remained the same in the previous year. As an authority we continue to support employees who are either disabled when they join the authority or become disabled during their time with us. This is through our policies and occupational and welfare services (**Appendix B.3**).

### **Gender**

- 3.9. The gender profile for the Borough area shows there are slightly more females than males currently residing in the Borough (**Appendix A.4**).
- 3.10. The gender split at Rushcliffe shows fewer female employees than males which is, in some part, due to the Council's manual workforce who make up nearly half of the Council's current workforce. The Council has worked to encourage female employees into this environment and will continue to

promote fair recruitment practices and positive action to encourage a diverse workforce (**Appendix B.4**).

### Consultation

- 3.11. As an Authority we continue to ensure that we consult with our residents and employees on policies and service delivery. This allows us to take into account the views of those who will be utilising the policies and they can give their perspective on how the policies may influence them. We also utilise relevant organisations such as the Community Cohesion Network in consulting on equality policies.
- 3.12. Examples of recent consultation include:

#### Public

- Local Plan Part 2 Issues and Options consultation – over 3,000 individuals and organisations were consulted and seven consultation events were held in locations across Rushcliffe between January and March 2016.
- Proposed Public Space Protection Order 2016, consultation from July-August 2016.
- Undertaken a significant number of consultations on planning applications and related submissions with local residents, interest groups such as Friends of Sharphill Wood, Town/Parish Councils/Meetings and statutory consultees.

#### Employees

- Alcohol and Substance Misuse Policy February 2016
- Changes to Allowances October 2016

### Equality Impact Assessments

- 3.13. The Council is aware of the need to consider the impact of decisions it makes on the citizens it represents and also the workforce it employs. To this end, Equality Impact Assessments are undertaken on key policies and strategies. A list of Equality Impact Assessments that have been completed /reviewed over the last 12 months is shown below:

Policy/Strategy/Scheme	Reviewed/Updated	Year
Housing Delivery Plan	Reviewed	2016
Maternity Policy	Updated	2016
Tenancy Strategy	Reviewed	2016
Draft Drug and Alcohol Policy	Reviewed	2016
Asbestos Policy	Reviewed	2016
Driving Policy	Reviewed	2016
Young Persons Policy	Updated	2016
COSHH policy	Reviewed	2016
HAVS policy	Reviewed	2016
Legionella Policy	Reviewed	2016
Freedom of Information	New	2016

Equality Scheme and policy	Updated	2016
Maternity Policy	Updated	2016
Risk Assessment Policy	Reviewed	2016
Working at Height Policy	Reviewed	2016
Phase 1 Cotgrave Precinct	New	2016
Acquisition and Disposal Policy	Reviewed	2016
Bridgford Hall	New	2016

## Continuous Improvement through Training and Development

3.14. The Council's employees have regular opportunities for training and development via various methods of delivery. These have been attended or completed via our on line training in the last 12 months.

- Domestic Abuse Awareness Training
- Safeguarding vulnerable adults and children
- EIA training
- Recruitment Training
- Mental Health awareness training

3.15. We are extending our Training and Development courses in this area via our partnership with Nottingham City Council.

3.16. These all help to establish an understanding of issues that affect certain disadvantaged groups that live within the borough, and reinforce the awareness of equality issues.

### 4. Supporting Evidence

See List of Appendices

### 5. Implications

#### 5.1. Finance

No Financial Comments.

#### 5.2. Legal

No Legal Comments other than the Council's compliance under the Equality Act 2010.

<b>For more information contact:</b>	Juli Hicks Strategic Human Resources Manager 0115 914 8316 <a href="mailto:jhicks@rushcliffe.gov.uk">jhicks@rushcliffe.gov.uk</a>
<b>Background papers Available for Inspection:</b>	<i>Rushcliffe Borough Council's Equality Scheme 2016-20</i>
<b>List of appendices (if any):</b>	Appendix A Demographic Information Appendix B Rushcliffe Borough Council Workforce Equality Information.

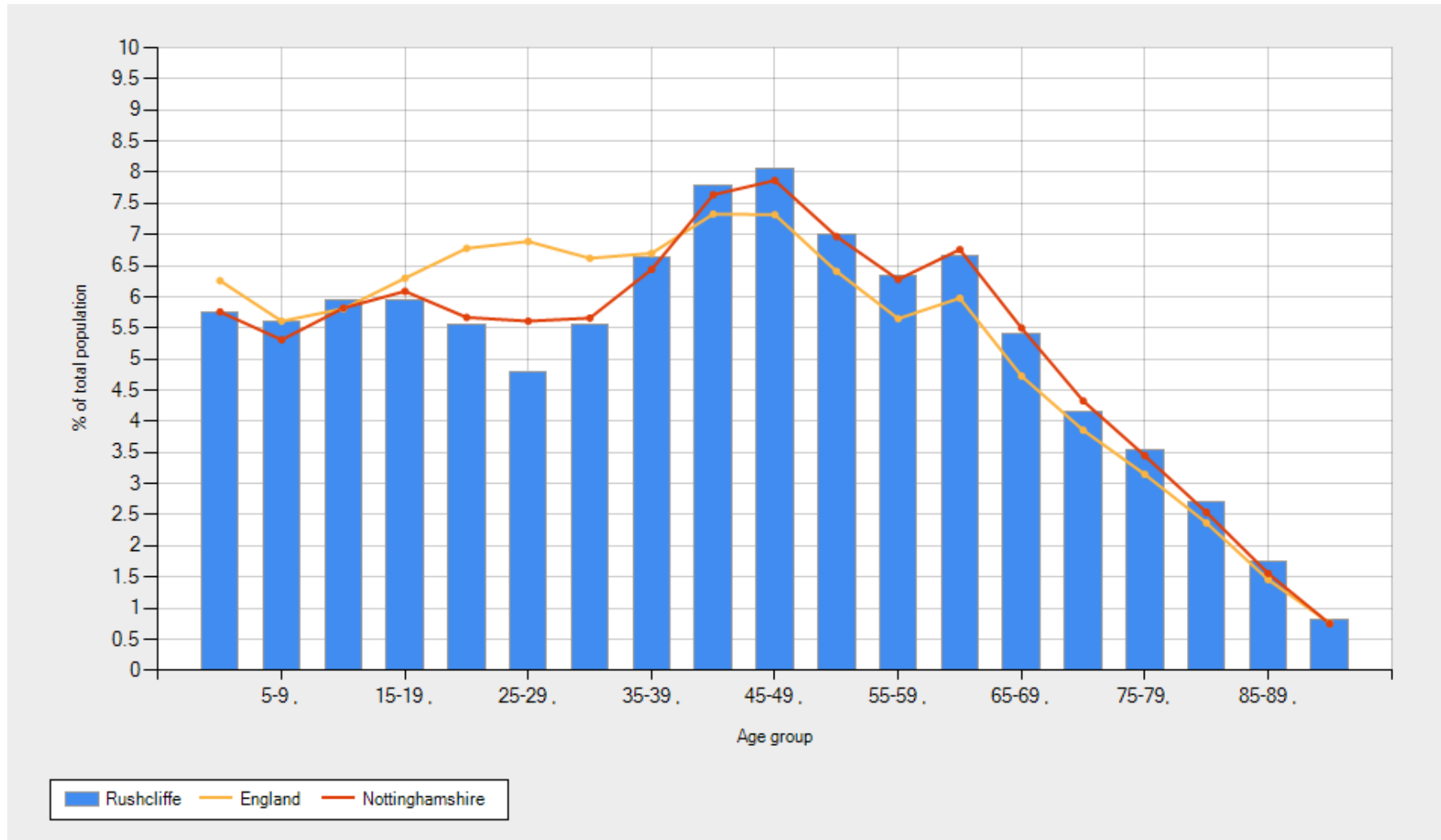


## DEMOGRAPHIC INFORMATION RUSHCLIFFE BOROUGH

## 1. Ethnicity

Census 2011	Rushcliffe	%	East Midlands	%	England	%
All Usual Residents	111,129	100.0	4,533,222	100.0	53,012,456	100.0
White; English/Welsh/Scottish/Northern Irish/British	100,363	90.3	3,871,146	85.4	42,279,236	79.8
White; Irish	810	0.7	28,676	0.6	517,001	1.0
White; Gypsy or Irish Traveller	23	0.0	3,418	0.1	54,895	0.1
White; Other White	2,308	2.1	143,116	3.2	2,430,010	4.6
Mixed/Multiple Ethnic Groups; White and Black Caribbean	736	0.7	40,404	0.9	415,616	0.8
Mixed/Multiple Ethnic Groups; White and Black African	159	0.1	8,814	0.2	161,550	0.3
Mixed/Multiple Ethnic Groups; White and Asian	723	0.7	21,688	0.5	332,708	0.6
Mixed/Multiple Ethnic Groups; Other Mixed	331	0.3	15,318	0.3	283,005	0.5
Asian/Asian British; Indian	2,361	2.1	168,928	3.7	1,395,702	2.6
Asian/Asian British; Pakistani	1,072	1.0	48,940	1.1	1,112,282	2.1
Asian/Asian British; Bangladeshi	40	0.0	13,258	0.3	436,514	0.8
Asian/Asian British; Chinese	558	0.5	24,404	0.5	379,503	0.7
Asian/Asian British; Other Asian	583	0.5	37,893	0.8	819,402	1.5
Black/African/Caribbean/Black British; African	202	0.2	41,768	0.9	977,741	1.8
Black/African/Caribbean/Black British; Caribbean	349	0.3	28,913	0.6	591,016	1.1
Black/African/Caribbean/Black British; Other Black	76	0.1	10,803	0.2	277,857	0.5
Other Ethnic Group; Arab	153	0.1	9,746	0.2	220,985	0.4
Other Ethnic Group; Any Other Ethnic Group	282	0.3	15,989	0.4	327,433	0.6

2. **Age** :-The chart below shows a breakdown by 5 year age band.



### 3. Disability

#### Long-term activity-limiting illness or disability

All those reporting a long term health problem or disability (including those related to age) that limited their day-to-day activities and that had lasted, or was expected to last, at least 12 months, were asked to assess whether their daily activities were limited a lot, a little or not at all by such a health problem. Data shown as a percentage of total population and those aged 16 to 64. (Numbers are shown in brackets).

<b>Table: Census 2011 Long-term activity-limiting illness or disability</b>			
	<b>Rushcliffe</b>	<b>England</b>	<b>Nottinghamshire</b>
<b><u>Day-to-day activities limited a lot (% of total population)</u></b>	6.8 (7,540)	8.3	9.7
<b><u>Day-to-day activities limited a lot (aged 16-64)</u></b>	3.8 (2,655)	5.6	6.4
<b><u>Day-to-day activities limited a little (% of total population)</u></b>	8.9 (9,939)	9.3	10.6
<b><u>Day-to-day activities limited a little (aged 16-64)</u></b>	6.1 (4,298)	7.2	8.2
<b><u>Day-to-day activities not limited (% of total population)</u></b>	84.3 (93,650)	82.4	79.7
<b><u>Day-to-day activities not limited (aged 16-64)</u></b>	90.1 (63,175)	87.3	85.3

### 4. Gender

<b>Sex</b>	<b>Rushcliffe</b>	<b>East Midlands</b>	<b>England</b>
All Usual Residents	111,129	4,533,222	53,012,456
Males	54,703	2,234,493	26,069,148
Females	56,426	2,298,729	26,943,308

## RUSHCLIFFE BOROUGH COUNCIL WORKFORCE EQUALITY INFORMATION PERMANENT ESTABLISHMENT

AS AT 31 MARCH 2016

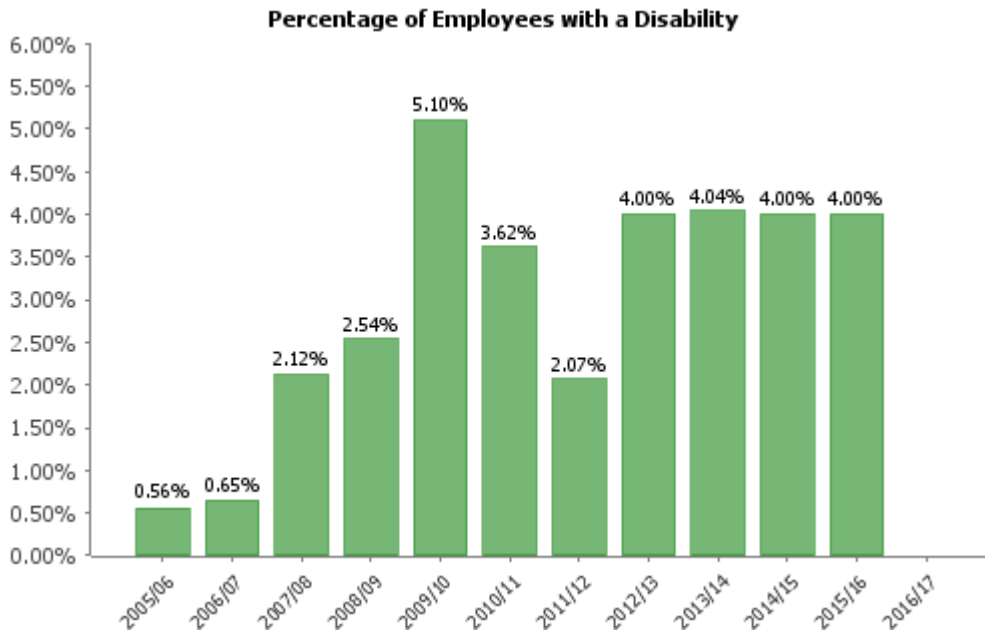
## Ethnicity by Service Area

Service Area	Total Headcount	Asian	Black	Chinese	White British	Other White	Mixed	Other Ethnic Group	Undeclared Ethnic Group
Executive Management	5	0	0	0	5	0	0	0	0
Communities	59	0	1	0	47	1	0	0	10
Corporate Governance	30	0	0	0	24	0	0	0	6
Finance and Commercial	38	0	0	2	35	0	0	0	1
Neighbourhoods	83	0	1	0	78	0	0	0	4
Transformation	56	0	0	0	51	0	0	0	5
<b>Total</b>	<b>271</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>240</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>26</b>
<b>% of workforce</b>	<b>100%</b>								

## 1. Age

Age under 18	Age 18-24	Age 25-34	Age 35-44	Age 45-54	Age 55-64	Age Over 64
8	10	37	62	91	55	8

## 2. Disability



### 3. Gender

Contract type	Male	Female	totals
Full time	141	74	215
Part time	16	40	56
Totals	157	114	271

## Report of the Executive Manager – Operations and Transformation

### 1. Summary

In line with the Council's Performance Management Framework, this report provides a summary of the Council's performance for quarter 2 2016/17, containing tasks from the Corporate Strategy 2016-20, and the corporate basket of performance indicators.

### 2. Recommendation

It is RECOMMENDED that the Performance Management Board consider the progress of the Corporate Strategy and consider the identified exceptions.

### 3. Reasons for Recommendation

Following the good practice established by the Performance Management Board, exceptions and highlights in the corporate scorecard have been considered for this report.

### 4. Supporting Information

- The corporate scorecard, **Appendix 1**, includes detailed progress reports for each Corporate Task, and the corporate basket of performance indicators as amended by this Group at the meeting on 29 September 2016.
- When reviewing performance, Members are reminded that the Council is operating within a backdrop of diminishing resource. Resources are carefully managed and allocated to achieve the Council's agreed priorities. Whilst in general terms performance is being maintained with less available resource, this may not always be the case.
- There is one performance highlight, two exceptions and three indicators selected as 'trend insights'.
- The highlight is: LICO42 Processing of planning applications: Major applications dealt with in 13 weeks or agreed period – selected as it is 35% over target.
- The two exceptions are:

**LICO46 Planning appeals allowed against the authority's decision** – this indicator is 22% under target and over the quarter 2 value in previous years, and,

**LINS06 Cumulative number of fly tipping cases** – incidents of fly tipping have been increasing and this year there has been a greater number than previous years resulting in 58 more cases than the target.

## 5. Risk and Uncertainties

Risks linked to the Corporate Strategy and the Council's performance are managed by the Risk Management Group and monitored at Corporate Governance Group. Effective performance management by the Board helps to mitigate the risk should the Council fail to deliver the Corporate Priorities or maintain good performance.

## 6. Implications

### 6.1. Finance

There are no direct financial issues arising from this report.

### 6.2. Legal

There are no legal issues arising from this report.

### 6.3. Corporate Priorities






The link between each Corporate Priority theme and Strategic Tasks is shown within **Appendix 1**.

### 6.4. Other Implications






There are no other issues arising from this report.

## 7. Status guide for this report.





### Tasks

Task Status		
	Cancelled	Task has been cancelled before its completion
	Overdue	The task has passed its due date
	Warning	The task is approaching its due date. One or more milestones are approaching or has passed its due date
	Progress OK	The task is expected to meet the due date
	Completed	The task has been completed

### Performance Indicators

PI Status		
	Alert	Performance is more than 5% below the target
	Warning	Performance is between 5% and 1% below the target
	OK	Performance has exceeded the target or is within 1% of the target
	Unknown	No data reported or data not due for this period (reported annually)
	Data Only	A contextual indicator, no target is set



Long Term Trends		
	Improving	The calculation within Covalent for trend is made from a comparison of the data for the current quarter with the same quarter in the three previous years
	No Change	
	Getting Worse	
	New indicator, no historical data	

<b>For more information contact:</b>	Nigel Carter Service Manager – Finance & Corporate Services 0115 914 340 ncarter@rushcliffe.gov.uk
<b>Background papers Available for Inspection:</b>	Not relevant for this report
<b>List of appendices (if any):</b>	Appendix 1 – Corporate Scorecard Appendix 2 – Contextual performance indicator data

## Performance Progress

### Summary

There are 12 Strategic Tasks within the Corporate Strategy 2016-20 focussed on the Council's three themes and a set of performance indicators in the corporate scorecard. Members of Performance Management Board discussed the corporate scorecard at its meeting on 29 September and asked for the set of indicators within the scorecard to be changed to better represent the new strategy and to provide the opportunity to scrutinise those indicators that are more relevant.

As a result the new corporate scorecard has increased from 34 indicators to 54, a combination of those monitored within the Corporate Strategy 2012-16, the new Corporate Strategy 2016-20 and operational measures. As reported in quarter 1 only those performance indicators where data is due or available are shown in this report.

### Corporate Tasks

All of the Strategic Tasks are underway and many are progressing well. The new Arena offices will be completed for staff in December 2016 and the leisure centre for customers in January 2017. Planning applications for the Multi Service Centre and town centre were submitted on 23 August 2016, another step to providing excellent facilities for residents in Cotgrave.

### Performance Indicators

There are 38 of the 54 performance indicators within the new corporate scorecard where performance data is available for this report. Seventeen have an improving trend and thirteen are deteriorating.

In this quarter one highlight has been selected, two exceptions and three indicators as trend insights:

**LICO42 Processing of planning applications: Major applications dealt with in 13 weeks or agreed period** – selected as a highlight as it is 35% over target.

**LICO46 Planning appeals allowed against the authority's decision** – this indicator is 22% under target and above the quarter 2 value in previous years.

**LINS06 Cumulative number of fly tipping cases** – incidents of fly tipping have been increasing and this year there has been a greater number than previous years resulting in 58 more cases than the target.


**LIFCS02 Number of leisure centre users – public** – this has missed target whilst the Arena has been closed for rebuild and should improve once the new centre is open.

**LINS31 Percentage of applicants rehoused within 26 weeks of their application** – reported as an exception last year this indicator is calculated on a rolling 12 month cycle and currently contains a number of cases that were well over the 26 week period. It should improve but is being closely monitored.

**LITR09 Percentage of face to face enquiries to RCCC responded to within 10 minutes** – the performance of this indicator has been impacted by a combination of reduced staffing resource and high call volumes and should improve now that recruitment and training are complete.


# Strategic Tasks



## Delivering economic growth to ensure a sustainable, prosperous and thriving local economy

Current Task Status	ST1620_01	Lead officer	Success measurement
	Develop a programme of Growth Boards initially focusing on West Bridgford, Bingham and Radcliffe on Trent to support economic growth and infrastructure in these areas	Chief Executive	A long term vision for each area, which meets the needs of new and existing residents and businesses as well as contributing to the Borough as a whole, exists and is used by all relevant stakeholders in decision making
<b>Target date</b>	31-Mar-2020	<b>Progress</b>	West Bridgford commissioners have been identified and presented proposals to the Strategic Growth Board on 7 November 2016. Retail studies have been conducted in West Bridgford, Radcliffe on Trent and Bingham and workshops were held during September 2016. The shop front improvement grant scheme is open and receiving applications.
<b>Completed Date</b>			
Performance Measures & Indicators			Risks
Publish report of the West Bridgford Commissioner by December 2016			CRR_TR17 Inability to draw down Growth Deal 2 funding within specified timescales
Complete assessment of need for future Growth Boards in the Borough by March 2017			
Identify funding and investment opportunities following the publication of the Tudor Square Masterplan and retail study by March 2018			
Create actions plans for the Growth Boards by March 2018			


Current Task Status	ST1620_02	Lead officer	Success measurement
	Proactively engage with partnership activities to maximise the benefits of collaborative working for Rushcliffe residents and businesses, including: <ul style="list-style-type: none"> <li>Playing an active role in D2N2</li> <li>Combined Authority</li> <li>Collaboration Partners</li> </ul>	Chief Executive	An efficient Council that leverages the best advantage from partnership activities for the residents and businesses of Rushcliffe
<b>Target date</b>	31-Mar-2020	<b>Progress</b>	The Council continues to be involved in various collaboration activities including payroll, green bins, tree advice, ICT provision and Building Control.
<b>Completed Date</b>			
			The Council is involved in the devolution agenda via the Nottingham and Notts Economic Prosperity Committee which is attended by the Leader and Chief Executive.
			The Council continues to seek and consider new opportunities for collaboration.
Performance Measures & Indicators			Risks
LIFCS60 Value to date of savings generated as a result of partnership activities			CRR_CO02 Failure of public sector partnerships/ withdrawal of financial support
LIFCS61 Number of new initiatives operational resulting from work with Collaboration Partners including Combined Authority and D2N2			


Current Task Status	ST1620_03	Lead officer	Success measurement
	Activate the Asset Investment Strategy to maximise the Council's asset portfolio as the conditions prescribed in the Strategy arise	Executive Manager – Finance and Corporate Services	Income from the Council's investments is maximised to protect and secure the future provision of services to the community
<b>Target date</b>	31-Mar-2020	<b>Progress</b>	The Strategy is dependent on options that arise for investment and whether the Council is successful in purchasing any assets that become available.
<b>Completed Date</b>			
Performance Measures & Indicators		Risks	
LIFCS13 Percentage of Investment Strategy committed		CRR_FCS08 Inadequate capital resources	
LIFCS14 Value of income generated as a result of the Investment Strategy being activated		CRR_FCS12 Risk and return from Asset Investment Strategy	


Current Status	ST1620_04	Lead officer	Success measurement
	Work with partners to progress infrastructure projects, including: <ul style="list-style-type: none"> <li>Improvements to the A52</li> <li>Improvements to the rail connections between Nottingham and Grantham</li> <li>Feasibility of a fourth Trent crossing</li> </ul>	Executive Manager – Communities	Residents and businesses benefit from improved road and rail infrastructure links in key areas of the Borough
<b>Target date</b>	31-Mar-2020	<b>Progress</b>	<ul style="list-style-type: none"> <li>A memorandum of understanding has been signed by Rushcliffe Borough Council, Nottinghamshire County Council and Highways England covering £36.5m of improvements works to the A52.</li> <li>Rushcliffe Borough Council is working with partners on the Nottingham to Grantham Stakeholder Group to finalise a business case for improved services at Bingham and Radcliffe on Trent railway stations (Poacherline). The objective is to generate economic growth in the Nottingham – Bingham A52 Growth corridor by providing a frequent, fast and a sustainable rail service.</li> <li>Rushcliffe Borough Council supported the commissioning of a further study in conjunction with partners to consider the benefits of constructing a new river crossing to the east of the City.</li> </ul>
<b>Completed Date</b>			
Performance Measures & Indicators		Risks	
Complete feasibility study for the fourth Trent crossing by March 2017		CRR_CO02 Failure of public sector partnerships/ withdrawal of financial support	
Complete feasibility study for improvements to rail connections by March 2018			
LICO60a Contributions received as a percentage of current developer contributions			
LICO60b Value of future developer contributions to infrastructure funding			

Current Task Status	ST1620_05	Lead officer	Success measurement
	Regenerate Cotgrave, including: New housing on the colliery site, <ul style="list-style-type: none"> <li>• Employment opportunities through jobs clubs, apprenticeships and training,</li> <li>• Additional employment units on the colliery site</li> <li>• A vibrant town centre with new public sector facilities and refurbished shops and public areas</li> </ul>	Executive Manager – Operations and Transformation	Residents and businesses benefit from improved road and rail infrastructure links in key areas of the Borough
Target date	31-Mar-2020	Progress	<p>Planning applications for the Multi Service Centre and town centre were submitted on 23 August 2016 and were considered at Development Control Committee on 17 November 2016. Work is continuing on the detailed designs and invitations to tender have been sent out for the demolition of Scotland Bank. Land swap arrangements and heads of terms are still being finalised.</p> <p>Employment land - a contractor has been appointed for the site. Construction started in November 2016 and will be completed at the end of May 2017. The stage 2 business case for the Local Enterprise Partnership funding was presented on 27 September 2016 and the £1.8m funding awarded.</p>
Completed Date			
Performance Measures & Indicators			Risks
Planning application submitted for Cotgrave Town Centre by September 2016			CRR_CO02 Failure of public sector partnerships/ withdrawal of financial support
LITR30 Number of apprenticeships created as part of the of Cotgrave development			
LITR31 Percentage of new private homes on the colliery site completed			CRR_TR17 Inability to draw down Growth Deal 2 funding within specified timescales
LITR32 Percentage of new affordable homes on the colliery site completed			
LITR33 Percentage of new homes on the colliery site occupied			
LITR34 Percentage of employment units on the Cotgrave colliery site occupied			
Current Task Status	ST1620_06	Lead officer	Success measurement
	Contribute towards economic growth in the Borough	Executive Manager – Operations and Transformation	The Borough is a more prosperous area with an improved offer to attract new investment creating new employment opportunities and ensuring thriving local businesses
Target date	31-Mar-2020	Progress	<p>D2N2 Digital Business growth programme is due to be launched in January 2017 as funding has been approved. The project will deliver a series of workshops for Rushcliffe businesses.</p> <p>A bid has been resubmitted to Highways England for funding for the installation of a footbridge across the A46 to support the development at RAF Newton. Work is being undertaken to progress the assessment.</p> <p>Applications were submitted for 5 feasibility studies to the Notts Pre Development Fund at the end of October 2016.</p>
Completed Date			
Performance Measures & Indicators			Risks
Submit funding application for Sustainable Urban Development (SUD) funding to Nottingham City Council by July 2016.			
LITR35 Percentage of Growth Deal money drawn down and allocated			
LITR36 Percentage of new homes at the Land North of Bingham completed			


## Maintaining and enhancing our residents' quality of life


Current Task Status	ST1620_07	Lead officer	Success measurement
	Activate the Leisure Strategy to best provide leisure facilities and activities as the conditions prescribed in the Strategy arise	Executive Manager – Finance and Corporate Services	Rushcliffe residents continue to benefit from superb leisure facilities across the Borough helping them to maintain healthy lifestyles with easy access to a range of leisure facilities
Target date	31-Mar-2020	<b>Progress</b>	The expected handover date for the Arena building is now predicted to be 28 November 2016. The date for office staff to move remains 19 December 2016 and the date for the Leisure Centre to open to the public remains early January 2017. The contractor delay has shortened the time available for officers and our leisure provider to prepare the building for occupation but it is still achievable to meet the timescales originally set. Furniture, gym equipment and the café /kitchen fit out works are all scheduled with suppliers to be completed by 19 December 2016.
Completed Date			
Performance Measures & Indicators			Risks
Complete review of Bingham Leisure Centre by December 2017			CRR_FCS20 Failure to properly manage and deliver significant projects - Leisure and Office move
Arena Leisure Centre operational by January 2017			
Complete review of Edwalton Golf Courses by March 2017			
LICO61a Percentage increase in population taking part in sport and physical activity at least twice in last month			
LIFCS01 Percentage of users satisfied with sports and leisure centres			


Current Task Status	ST1620_08	Lead officer	Success measurement
	Facilitate activities for Children and Young People to enable them to reach their potential	Executive Manager – Communities	Young people in Rushcliffe are provided with a range of opportunities to develop their self-confidence, knowledge and skills to enable them to play an active role in their community and be ready for the world of work.
Target date	31-Mar-2020	<b>Progress</b>	The staffing resource to deliver the Young programme during 2016/17 has been recruited. Matt Yorke was retained as a second year apprentice and will lead the Wednesday sessions with YouNG ambassadors. Two Nottingham Trent University (NTU) Business students commenced work as 'project interns' on 19 September, with £10k funding secured from the NTU. The Young goes Euro project moved into the next phase from 10 November with the top performing students from the West Bridgford Summer market learning about international trade by running stalls at a YouNG market in Rome.
Completed Date			
Performance Measures & Indicators			Risks
Establish the format of YouNG as a Community Interest Company by December 2016			
LICO70a Number of young people engaged with positive futures programme			
LICO70b Number of work experience places organised			
LICO70c Number of apprenticeships organised within the Council			

Current Task Status	ST1620_09	Lead officer	Success measurement
	Deliver Part 2 of the Rushcliffe Local Plan	Executive Manager – Communities	Existing residents and potential residents wanting to relocate within or move to the Borough have adequate access to appropriate housing
<b>Target date</b>	31-Mar-2020	<b>Progress</b>	Work is on-going to identify preferred options for Local Plan part 2 and to complete the Green Belt review. This includes assessing the suitability of potential additional housing sites, some of which are likely to be required in order to address the shortfall in housing delivery arising from delays in bringing forward the Core Strategy's (Local Plan Part 1) strategic allocations. Consultation on the preferred approach is expected in spring 2017.
<b>Completed Date</b>			
Performance Measures & Indicators		Risks	
Complete second stage of Green Belt Review by December 2016		CRR_CO04 Inability to demonstrate a five year supply of deliverable housing sites against the housing target leading to further development on unallocated sites	
Adopt part two of the Local Plan by December 2017			
LICO74 Number of Neighbourhood Plans adopted			
LICO75 Percentage of homes built on allocated sites at key rural settlements			
LICO76 Percentage of new homes built against the target within the Local Plan			

## Transforming the Council to enable the delivery of efficient high quality services

Current Task Status	ST1620_10	Lead officer	Success measurement
	Deliver the Medium Term Financial Strategy	Executive Manager – Finance and Corporate Services	Residents are confident that the Council is well run, financially sound and delivering the services they need
<b>Target date</b>	31-Mar-2020	<b>Progress</b>	Currently the base budget and assumptions are being revisited and we await the Chancellors Autumn Statement particularly given the challenges and opportunities afforded via the BREXIT decision.
<b>Completed Date</b>			
Performance Measures & Indicators		Risks	
LIFCS15 Value of savings achieved by the Transformation Strategy against the programme in April 2016		CRR_FCS13 Failure to deliver the Transformation Strategy	
LIFCS16 Percentage of residents believing the council provides value for money			
LIFCS49 Percentage of residents satisfied with the service the Council provides			

Current Task Status	ST1620_11	Lead officer	Success measurement
	Continue to reduce cost and increase efficiencies	Executive Manager – Operations and Transformation	Residents are able to access Council services and information at a time and in a way that suits them
Target date	31-Mar-2020	Progress	<ul style="list-style-type: none"> <li>Increased hours at Cotgrave Police Station, giving residents an alternative to travelling to the Rushcliffe Community Contact Centre in West Bridgford. This is in preparation for when the multi service building at Cotgrave opens.</li> <li>Customer Services availability has increased at Bingham Health Centre in line with extended opening hours of the practice.</li> <li>There is a continued development of transactional services available on the Councils' website – moving house (vacation) forms are now available.</li> </ul>
Completed Date			
Performance Measures & Indicators		Risks	
LIFCS40 Combined number of Social Media followers		CRR_CO02 Failure of public sector partnerships/ withdrawal of financial support	
LITR03a Percentage increase in self-serve transactions			
LITR04 Percentage of residents satisfied with the variety of ways they can contact the Council		CRR_TR12 Long term loss/failure of main ICT systems	
LITR12b Percentage of Customer Access Strategy delivered			

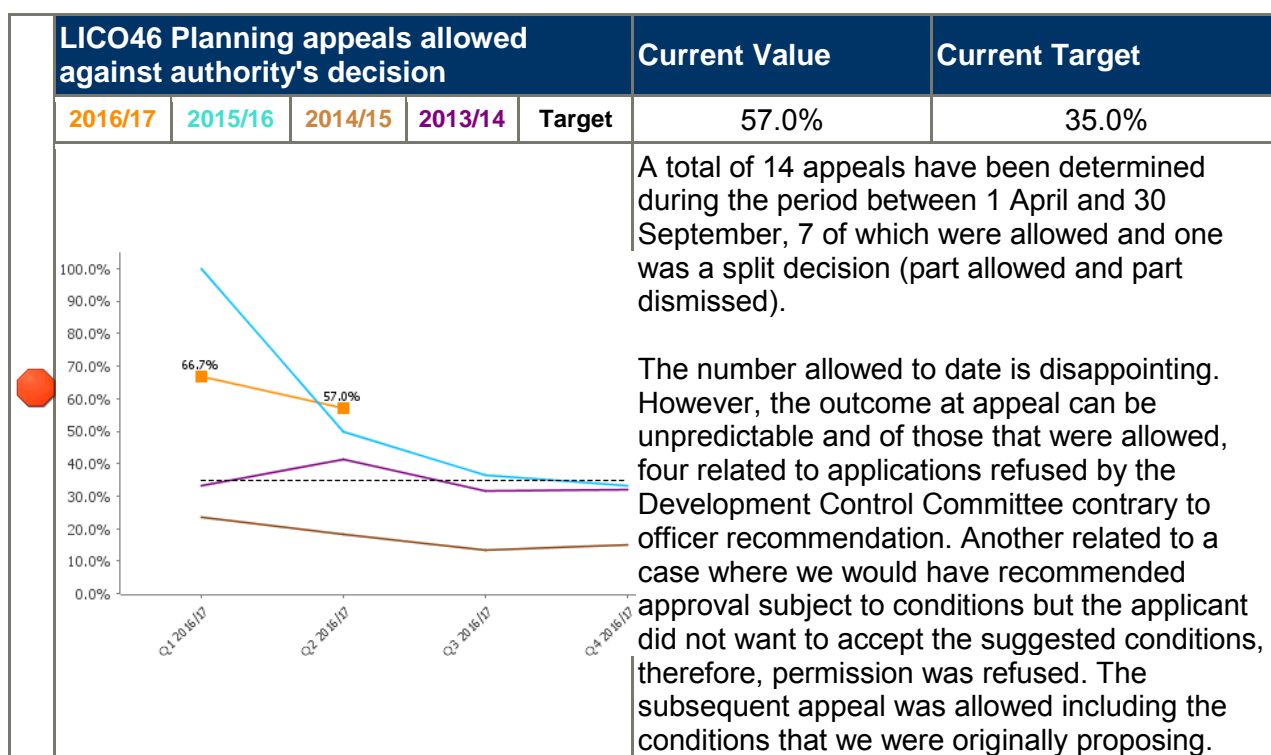
Current Task Status	ST1620_12	Lead officer	Success measurement
	Continue to develop the Council's Property Portfolio to enhance the Council's financial position and deliver community outcomes	Executive Manager – Operations and Transformation	Property owned by the Council is utilised to its full potential or used to generate income for the Council enabling it to keep Council Tax as low as possible
Target date	31-Mar-2020	Progress	<ul style="list-style-type: none"> <li>A contractor has been appointed for the construction of 15 additional industrial units in Cotgrave, commencing in November 2016, with completion in May 2017.</li> <li>The refurbishment of Bridgford Hall is on target for completion at the end of March 2017.</li> <li>A report has been prepared to consider how to enhance Bingham Market, feeding information into the Growth Boards.</li> </ul>
Completed Date			
Performance Measures & Indicators		Risks	
New Council offices at Rushcliffe Arena operational by spring 2017		CRR_FCS12 Risk and return from Asset Investment Strategy	
Complete Bridgford Hall building works by Spring 2017			
Finalise business case for the disposal of the Civic Centre by December 2017		CRR_TR04 Failure to properly manage our property assets	
Preferred site identified and business case prepared for Depot relocation by March 2018			
Depot relocated by March 2020			



# Performance Highlights

Neighbourhoods									
Status	Reference	Description	2013/ 14	2014/ 15	2015/ 16	Q2 2016/17			2016/ 17
			Value	Value	Value	Value	Target	Long Trend	Target
✓	LICO42	Processing of planning applications: Major applications dealt with in 13 weeks or agreed period	64.00 %	97.80 %	83.00 %	95.00 %	60.00%	?	60.00%

# Performance Exceptions



LINS06 Cumulative number of fly tipping cases (against cumulative monthly comparison for last year)					Current Value	Current Target
2016/17	2015/16	2014/15	2013/14	Target	318	260
					<p>There have been 318 fly tipping incidents this year (Apr-Sept) which compares to 224 during the same period last year (an increase of 40%).</p> <p>The recent increased incidents have resulted in the Council launching its 'We're watching you' campaign. This campaign focuses on fly tipping hotspots with the aim to both 'target-harden' sites but also to gather evidence if further fly tipping continues and to bring the perpetrators to justice. This campaign was launched in the summer and so far over 70 regular sites have had new signage installed, we have conducted a media launch and also published an article in Rushcliffe Reports and promoted details of enforcement action on our website and social media outlets. We are currently working with a neighbouring authority to purchase appropriate surveillance equipment and also working more closely with Streetwise Environmental Ltd to enhance our collection of evidence.</p>	











## Trend Insight
















LIFCS02 Number of leisure centre users - public					Current Value	Current Target
2016/17	2015/16	2014/15	2013/14	Target	608,807	642,200
					<p>The number of leisure centre users has predictably dropped as a result of the closure of the Arena for rebuilding.</p> <p>A revised target was set, and although usage has currently slipped below it is anticipated that the new Arena will attract large numbers of visitors once opened in January which will push the year end figure close to the target of 1,250,000.</p>	





LINS31 Percentage of applicants rehoused within 26 weeks of their application					Current Value	Current Target
2016/17	2015/16	2014/15	2013/14	Target	61%	65%
					<p>This indicator was selected as an exception last year in quarter 2 following a greater than usual number of applicants being housed who had been waiting for longer periods of time.</p> <p>It is anticipated that once this data is no longer used within the 12 month calculation (from quarter 3) the performance of this indicator will improve.</p>	
























LITR09 Percentage of customer face to face enquiries to RCCC responded to within 10 minutes					Current Value	Current Target
2016/17	2015/16	2014/15	2013/14	Target	76%	85%
					<p>The performance of this indicator has the same origin as LITR02 that was reported as an exception in quarter 1.</p> <p>Following a drop in staff resources, new customer service advisors started work and needed training to be able to take calls. This impacted the team's ability to answer calls and respond to face to face enquiries whilst the new starters were being trained.</p> <p>In addition, staff resources were allocated to cover sickness to provide resilience in another area.</p>	

















# Corporate Scorecard (2012-16 PIs)

Communities						
Status	Reference	Description	Q2 2016/17			2016/17
			Value	Target	Long Trend	Target
	LICO41	Percentage of householder planning applications processed within target times	90.50%	88.00%		88.00%
	LICO42	Processing of planning applications: Major applications dealt with in 13 weeks or agreed period	95.00%	60.00%		60.00%
	LICO46	Planning appeals allowed against authority's decision	57.0%	35.0%		35.0%
	LICO59	Income received for fee earning pre planning application advices	£8,923	-		-
	LICO70b	Number of work experience places organised	33	-	New	-
	LICO70c	Number of apprenticeships organised within the Council	6	-	New	-

Finance & Corporate Services						
Status	Reference	Description	Q2 2016/17			2016/17
			Value	Target	Long Trend	Target
	LIFCS02	Number of leisure centre users - public	608,807	642,200		1,250,000
	LIFCS04	Number of users of paid council car parks	271,349	280,000		550,000
	LIFCS10	Percentage of invoices for commercial goods and services which were paid by the authority in payment terms	99.36%	99.00%		99.00%
	LIFCS13	Percentage of Investment Strategy committed	49.5%	-	New	-
	LIFCS14	Value of income generated as a result of the Investment Strategy being activated	£0	-	New	-
	LIFCS15	Value of savings achieved by the Transformation Strategy against the programme in April 2016	£359,000	-	New	£932,000
	LIFCS20	Percentage of Council Tax collected in year	58.70%	58.70%		99.10%
	LIFCS21	Percentage of Non-domestic Rates collected in year	58.98%	58.80%		98.80%
	LIFCS22	Average time taken to process Housing Benefit/Council Tax	5.87 days	9.0 days		9.0 days

		Benefit new claims and change events				
	LIFCS43	Percentage of Community Support Grant allocation spent to date	27.55%	25%		90%
	LIFCS50	Number of complaints received by the council at initial stage	21			

Neighbourhoods						
Status	Reference	Description	Q2 2016/17			2016/17
			Value	Target	Long Trend	Target
	LINS06	Cumulative number of fly tipping cases (against cumulative monthly comparison for last year)	318	260		521
	LINS15	Percentage of Food Establishments achieving a hygiene rating of 4 or 5	89.4	92.0		92.0
	LINS18	Percentage of household waste sent for reuse, recycling and composting	54.00%	53.47%		50.00%
	LINS24	Number of affordable homes delivered	10	10		32
	LINS25	Number of households living in temporary accommodation	7	12		12
	LINS27a	Average length of stay of all households in temporary accommodation	12 wks	15 wks	New	15 wks
	LINS29	Number of successful homelessness preventions undertaken	117	115		230
	LINS31	Percentage of applicants rehoused within 26 weeks of their application	61%	65%		65%
	LINS32	Average waiting time of applicants rehoused by Choice Based Lettings	31 wks	33 wks		33 wks
	LINS37	Domestic burglaries per 1,000 households	2.24	3.10		6.40
	LINS38	Robberies per 1,000 Population	0.10	0.12		0.24
	LINS39	Vehicle crimes per 1,000 population	1.72	1.90		3.80

Transformation						
Status	Reference	Description	Q2 2016/17			2016/17
			Value	Target	Long Trend	Target
	LITR01	Percentage of users satisfied with the service received from the Rushcliffe Community Contact Centre	100.0%	95.0%		95.0%
	LITR02	Percentage of calls answered in 30 seconds at Rushcliffe Community Contact Centre (cumulative)	45.6%	63.0%		63.0%
	LITR03a	Percentage increase in self-serve transactions	0.18%	-	New	-
	LITR09	Percentage of customer face to face enquiries to RCCC responded to within 10 minutes	76%	85%		85%
	LITR12	Percentage of RBC owned industrial units occupied	99.58%	98%		98%
	LITR12b	Percentage of Customer Access Strategy delivered	54%	-	New	-
	LITR13	Level of income generated through letting property owned by the Council but not occupied by the Council	£650k	£500k		£1m
	LITR15	Percentage of privately owned industrial units occupied	95.81%	92%		92%
	LITR51	Corporate Sickness - number of days lost to sickness absence	3.07	4.00		8.00

# Revenue Monitoring

	Q2 Position - excl recharges			Total Costs				Main Variation Explanation (see also Appendix B)
	Budget YTD £'000	Actual YTD £'000	Total Variation £'000	Budget £'000	Projected Outturn £'000	Total Variation £'000	Variation %	
Communities	305	379	74	2,738	2,894	156	6	Reduction in large scale planning applications
Finance and Corporate Services	10,817	10,772	(45)	3,682	3,426	(255)	(7)	Contingencies not called upon
Neighbourhoods	1,154	1,009	(145)	4,709	4,510	(200)	(4)	Green waste income above target
Transformation	1,204	1,044	(160)	306	182	(124)	(41)	Additional rental income from investment properties
<b>Net Service Expenditure</b>	<b>13,480</b>	<b>13,204</b>	<b>(276)</b>	<b>11,435</b>	<b>11,012</b>	<b>(423)</b>	<b>(4)</b>	
Capital Accounting Adjustments				(1,591)	(1,588)	3	0	
Revenue contribution to capital				158	158	0	0	
Transfer to/(from) Reserves				1,033	1,475	442	0	Revenue surplus £423k, S31 grants £82k, SBRR (£60k)
<b>Total Net Service Expenditure</b>				<b>11,035</b>	<b>11,057</b>	<b>22</b>	<b>0</b>	
Central Government Grant				(1,064)	(1,064)	0		
Localised Business Rates (incl SBRR)				(2,072)	(2,012)	60		SBRR income less than budgeted for
Collection Fund Surplus				(79)	(79)	0		
Council Tax Income				(5,753)	(5,753)	0		
Specific Grants (including NHB)				(2,067)	(2,149)	(82)		S31 grants (NHB New Burdens £14k, Transition Grant £34k, IER £20k)
Council Tax Freeze Grant				0	0	0		
<b>Total Funding</b>				<b>(11,035)</b>	<b>(11,057)</b>	<b>(22)</b>	<b>0</b>	
<b>Gross Budget Deficit</b>				<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	

# Capital Monitoring

CAPITAL PROGRAMME MONITORING - SEPTEMBER 2016			
EXPENDITURE SUMMARY	Current Budget	Projected Actual	Projected Variance
	£000	£000	£000
Transformation	11,034	8,184	(2,850)
Neighbourhoods	1,919	931	(988)
Communities	327	257	(70)
Finance & Commercial	14,485	12,685	(1,800)
Contingency	240	240	0
	<b>28,005</b>	<b>22,297</b>	<b>(5,708)</b>
FINANCING ANALYSIS			
Capital Receipts	(4,828)	(3,092)	1,736
Government Grants	(4,776)	(3,526)	1,250
Other Grants/Contributions	(2,293)	(2,171)	122
Use of Reserves	(2,527)	(1,227)	1,300
Internal Borrowing	(13,581)	(12,281)	1,300
	<b>(28,005)</b>	<b>(22,297)</b>	<b>5,708</b>
NET EXPENDITURE	-	-	-



**Report of the Executive Manager – Finance and Corporate Services**

**1. Summary**

1.1. The work programme is a standing item for discussion at each meeting of the Performance Management Board. This report presents the draft programme for 2015/16 and 2016/17.

**2. Recommendation**

2.1. It is RECOMMENDED that the Performance Management Board agrees the proposed rolling work programme.

<b>Date of Meeting</b>	<b>Item</b>
29 November 2016	<ul style="list-style-type: none"> <li>• Annual Report – Parkwood</li> <li>• Diversity Annual Report 2015/16</li> <li>• Performance Monitoring – Quarter 2 2016/17</li> <li>• Edwalton Golf Course Update</li> <li>• Work Programme</li> </ul>
7 March 2017	<ul style="list-style-type: none"> <li>• Annual Report – Glendale Golf</li> <li>• Streetwise Environmental Ltd</li> <li>• Performance Monitoring – Quarter 3 2016/17</li> <li>• Work Programme</li> </ul>
June 2017	<ul style="list-style-type: none"> <li>• Annual Report – Carillon Leisure</li> <li>• Performance Monitoring – Quarter 4 2016/17</li> <li>• Annual Report 2016/17</li> <li>• Work Programme</li> </ul>
September 2017	<ul style="list-style-type: none"> <li>• Civil Parking Enforcement Contract Update</li> <li>• Review of Complaints and Ombudsman Letter 2016/17</li> <li>• Performance Monitoring – Quarter 1 2017/18</li> <li>• Work Programme</li> </ul>

### **3. Implications**

#### **3.1. Finance**

No direct financial implications arise from the proposed work programme.

#### **3.2. Legal**

There are no direct legal implications arising from the proposed work programme.

#### **3.3. Corporate Priorities**

Items included in the work programme assist the Council to meet its Corporate Priorities.

#### **3.4. Other Implications**

There are no other implications.

<b>For more information contact:</b>	Name: Constitutional Services 0115 914 8481 email <a href="mailto:constitutionalservices@rushcliffe.gov.uk">constitutionalservices@rushcliffe.gov.uk</a>
<b>Background papers Available for Inspection:</b>	None
<b>List of appendices (if any):</b>	None